

# Brig. Gen. 'Bo' Temple's Command Philosophy

26 November 2002—Most Division headquarters staff members had a chance to join me this morning, when I spoke about coming to the North Atlantic Division and discussed my Command Philosophy. Since it will be awhile before I get a chance to visit you personally, I decided to share my thoughts with all Division team members.

During the past 27 years, most of my experience has been operational, having served at Fort Bragg and several overseas locations. I understand the Army's wartime mission and my experience at the Corps of Engineers Transatlantic Programs Center helped me be to better understand the Corps' Military Programs. Now I will need to spend time learning about the Corps' budget processes and our civil works, Environmental and Operation & Maintenance missions.

You are wondering what changes I may make and if I have a hidden agenda. I'll tell everyone right up front: There will be NO significant changes in the near term and I have no hidden agenda. I am a pretty easy read – what you see is what you get!

I firmly believe in teamwork. This is the key to an organization's success and everyone needs to be a positive contributor to the team. Working together, and across functional lines, we can meet our customer's needs for quality planning, engineering, construction and project operation. Whether we are building a new training facility for the soldier or working on improvement of a large port, you and I need to meet very high standards for executing the requirement. That is what the American public expects of us.

I will assume, and trust, that everyone knows his or her job and is doing the right thing. If you did not want to be part of this great team, you would not still be working for the U.S. Army Corps of Engineers.

Some insight into the way I think and work: Please don't surprise me with bad news. It does not get better with age and I never "shoot the messenger." So if you have something "hot" please call or come see me. Putting it on email may not be good enough.

As I learn more about the North Atlantic Division and our functions, I will share what I learn. Many years ago, I found that sharing with others is key to an organization's success. Learning and change are central to the Corps' business processes. Our customers have choices. In many cases, they do not have to come to Corps of Engineers to meet their needs, so by learning, adapting, and improving we can remain an agent of choice for all our customers.

This morning I spent several minutes talking to the Division HQ management staff about our role. We will continue to facilitate our Districts' ability to produce for the customer. As the regional business center, the Division will help each District work through issues that cannot be resolved locally, while ensuring we have prepared for the future in order to facilitate the great work being performed daily by our Districts and our wonderful people in the field.

### Expectations of Individuals

Everyone should come to work prepared to do your best – every day – by being ready mentally, physically and spiritually. It sets the tone for you and your team. Others will notice your extra effort toward preparedness and this type of attitude is contagious. Everyone needs to set an example and be a positive role model for all team members.

Integrity is the bedrock of how we operate. Without integrity, we lose trust... and without trust there is no teamwork, leading ultimately to total mission failure.

I would like to encourage everyone to join appropriate professional organizations like the Society of American Military Engineers, the Army Engineer Association, the Association of the United States Army, the American Society of Civil Engineers. I ask you to support campaigns that build/support our human community like the Combined Federal Campaign, Army Emergency Relief and other local or global associations.

Selfless service is the mark of a great organization. Place the needs of the organization before selfish needs.

Never forget to have fun. Enjoy family, colleagues, and yourself. I take the mission and organization seriously, but I do not take myself too seriously. Learning, and improving are fun and I'm certain to have plenty in the future.

### Expectations of Managers

NAD will excel in meeting the Corps' Vision, with each and every one of us committed to success.

I am firmly committed to taking care of the Corps' greatest asset—our people. All of us must treat everyone with dignity and respect. Team leaders and managers must encourage all to share and learn from each other.

Anticipate requirements and think ahead for people, projects, dollars, and opportunities. Take the front and lead your team, or team of teams, with the goal of contributing to the overall missions of the organization as your focus. Remember, no one individual can carry the burden. Share and encourage others to share and learn from each other. Leaders must ensure that all have opportunities for growth and professional development, guided by sound Individual Development Plans.

Whenever you learn something new, ask yourself three questions: What do I know? Who else needs to know? What actions, if any, are required of me? Then take action!

It is impossible to over-coordinate an action. We face many challenging and difficult tasks in this fast-paced environment. Multiple layers of coordination for each and every action are vital to success.

We have all received the Project Management Business Process (PMBP) compact discs. They are the process framework, but learning and doing are two different things. The only way we will be successful implementing PMBP by October 2003 is to start implementing it as we go. We need to start institutionalizing it now by working with our

Districts to change and improve the way we do business. PMBP, enabled by P<sup>2</sup>, is the key. No new system is perfect and we will have a few roadblocks along the way, but working as a team, the North Atlantic Division will find solutions and make that system work.

Communication is the glue that holds us all together. Every project has a customer, contractor/executor and the contract management agency (Corps of Engineers). Without good communications, we cannot work together to successfully deliver quality work.

#### Expectations of Everyone

Treat each other with dignity and respect. Tolerate nothing less from yourself or others.

Be a good role model as we raise the next generation of leaders. Our hope is that they are better than we are. Through teamwork we can ensure that the total organization learns, not just it's individuals.

#### Expectations of Me

The Same!

Don't be surprised if I stop in to see you in the Division Headquarters, a district or a field office. It will be my chance to share knowledge and to learn from you.

Essayons!